

BRIGHAM AND WOMEN'S HOSPITAL

2015 Hospital Profile

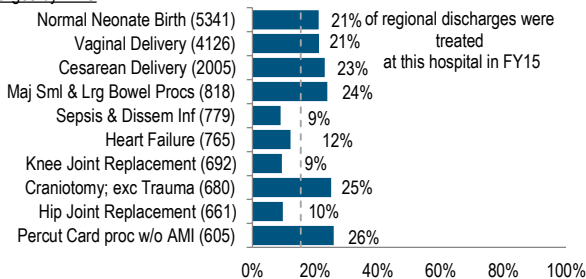
Boston, MA
Academic Medical Center
Metro Boston

Brigham and Women's Hospital is a nonprofit Academic Medical Center (AMC) located in the Metro Boston region. Within Massachusetts, it is the second largest hospital, has the highest number of births at any hospital, and is designated as one of nine organ transplant centers in the state. It is a member of Partners HealthCare System. In FY15, Brigham and Women's Hospital reported a total profit of \$60.8M, after reporting profits of at least \$122M between FY11 and FY14.

At a Glance	Overview / Size	
	Hospital System Affiliation:	Partners HealthCare
	Change in Ownership (FY11-FY15):	Not Applicable
	Total Staffed Beds:	859, 2nd largest acute hospital
	% Occupancy:	81.5%, < cohort avg. (85%)
	Special Public Funding:	Not Applicable
	Trauma Center Designation:	Adult: Level 1
	Case Mix Index:	1.47, > cohort avg. (1.37); > statewide (1.00)
	Financial	
	Inpatient NPSR per CMAD:	\$16,567
Services	Change FY14-FY15:	4.1%
	Inpatient:Outpatient Revenue in FY15:	59%:41%
	Outpatient Revenue in FY15:	\$642,308,991
	Change FY14-FY15:	-4.9%
	Total Revenue in FY15:	\$2,602,856,000
	Total Surplus (Loss) in FY15:	\$60,800,000
	Payer Mix	
	Public Payer Mix:	52.4% (Non-HPP* Hospital)
	CY15 Commercial Relative Price:	1.41
	Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan
Quality	Utilization	
	Inpatient Discharges in FY15:	45,784
	Change FY14-FY15:	1.9%
	Emergency Department Visits in FY15:	59,917
	Change FY14-FY15:	0.3%
	Outpatient Visits in FY15:	375,864 ^a
	Change FY14-FY15:	-41.8%
	Quality	
	Readmission Rate in FY15:	15.8%
	Change FY11-FY15 (percentage points):	-0.3%
	Early Elective Deliveries Rate (Jan 2015-Jun 2016):	3.5%

What were the most common inpatient cases (DRGs) treated at the hospital in FY15? What proportion of the region's cases did this hospital treat for each service?

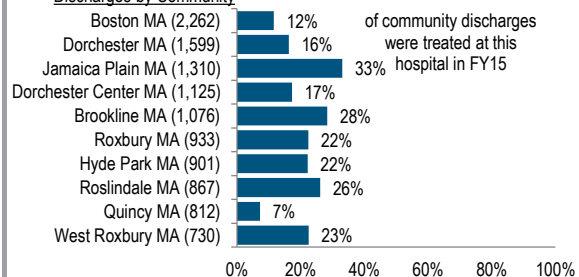
Discharges by DRG



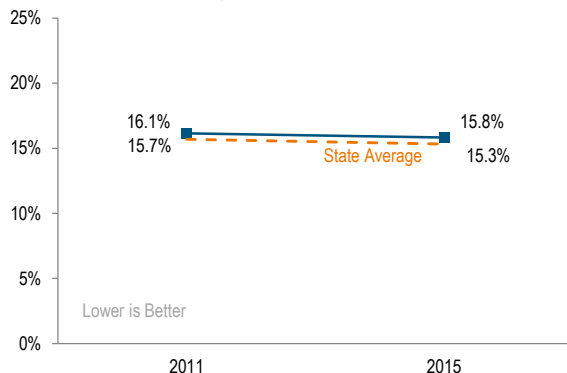
--- Hospital (45,784) = 15% of total regional discharges

Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

Discharges by Community

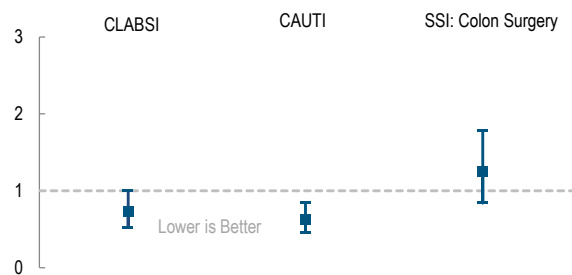


What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



Lower is Better

How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



Lower is Better

For descriptions of the metrics, please see the technical appendix.

^a See Hospital Specific Notes in technical appendix.

2015 HOSPITAL PROFILE: BRIGHAM AND WOMEN'S HOSPITAL

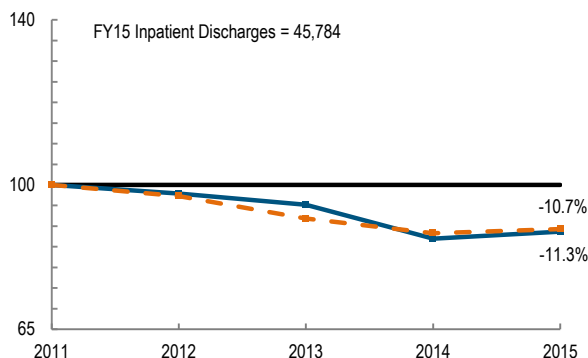
Cohort: Academic Medical Center

Key:

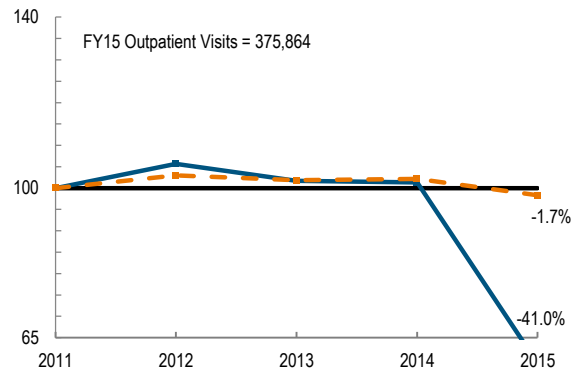
— Hospital
- - - Peer Cohort

Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

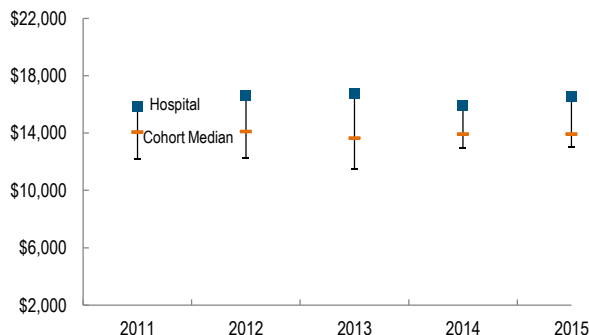


How has the volume of the hospital's outpatient visits changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

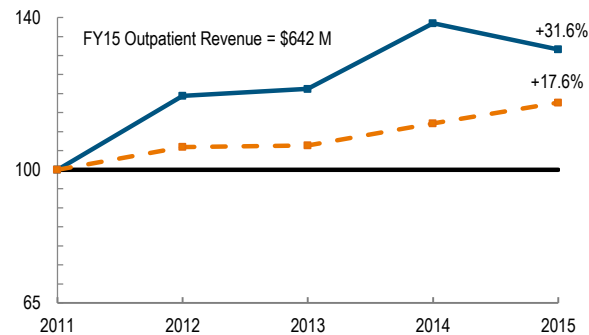


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY11 and FY15, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)



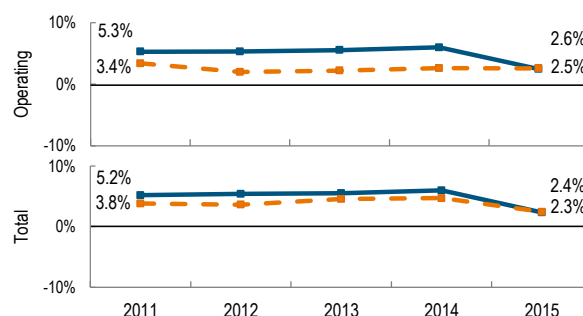
Financial Performance

How have the hospital's total revenue and costs changed between FY11 and FY15?

Revenue, Cost, & Profit/Loss (in millions)

FY	2011	2012	2013	2014	2015
Operating Revenue	\$ 2,356	\$ 2,455	\$ 2,517	\$ 2,538	\$ 2,606
Non-Operating Revenue	\$ (3)	\$ 2	\$ (0)	\$ 0	\$ (3)
Total Revenue	\$ 2,353	\$ 2,457	\$ 2,516	\$ 2,538	\$ 2,603
Total Costs	\$ 2,231	\$ 2,325	\$ 2,377	\$ 2,386	\$ 2,542
Total Profit (Loss)	\$ 122.0	\$ 132.2	\$ 139.0	\$ 151.7	\$ 60.8

What were the hospital's total margin and operating margins between FY11 and FY15, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.